New England Deaconess Hospital

pulse

185 Pilgrim Road, Boston, Massachusetts

May-June 1987

A healthy Massachusetts economy spells problems for hospital recruitment efforts

"If we could only fill a couple of our staff positions, wouldn't life on _____ be great?" "How long will it take to get a new secretary for the _____ office?" "Can we get more techs to help ease the backlog of patients waiting for _____ ?"

The answers to these fill-in-the-blanks questions may be different, but all have the same key factors in common: recruitment and retention of employees.

the other hospitals in Boston as well. The areas most in need of staff are nursing, technical services (such as physical therapy, medical technology, respiratory therapy, radiology), administrative support (secretaries and administrative assistants), dietary, building services, and billing.

The main reason for the unfilled positions has nothing to do with the Deaconess in particular, but is a more basic problem: there are few people available to fill the jobs. Although many factors contribute to the current labor shortage, says Dean Manheimer, vice president for Human Resources, "the big reason is that Massachusetts has the lowest unemployment rate in the nation right now. There simply aren't enough qualified people to fill all the jobs."

The booming Massachusetts economy translates into jobs for virtually everyone who wants them. And the recruitment problems become more specific as job categories are precisely defined. "In the last six years, 11 hotels have been built in Boston and Cambridge," says Jane Barry, assistant director of Human Resources. "These hotels employ about 47,000 people in

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SURVEY UPDATE

Many of the issues raised by the employee attitude survey conducted at the Deaconess in the fall bear some relationship to the process of hiring new employees and retaining them once they are here: salary and benefits, opportunities to transfer, workload, utilization of existing employees, cooperation among departments, personnel policies, and job security, to name just a few. The level of satisfaction or dissatisfaction with "life at the Deaconess" is closely related to the staffing levels in the hospital.

The fact is that there are many job openings at the Deaconess — and at all

Arthur Mombourquette, assistant building services supervisor/days (left), and David Fordham, assistant building services supervisor/evenings, meet with prospective job applicants at the Saturday Open House held in March.

Employee referrals are important source of applicants

More than 40 new employees hired since December 1985 were referred to the hospital through the DARE (Deaconess Awards Referring Employees) program. Their friends who referred them to the program have received cash awards for helping the hospital's recruiting efforts.

"DARE has proven to be a very effective way to get some fine applicants for the jobs we need to fill," says Jane Barry, assistant director of Human Resources. "We've hired people in many different areas, including billing, building services, dietary, nursing, radiology, and secretarial support. A couple of other Boston hospitals have called us because they hear that our program is working."

Positions eligible for the DARE program are marked with a star on the job listings posted weekly around the hospital. Employees who wish to make a referral for an eligible position can pick up an application form from Human Resources and complete a referral card. If a job applicant contacts Human Resources directly, he or she should mention the employee who made the referral.

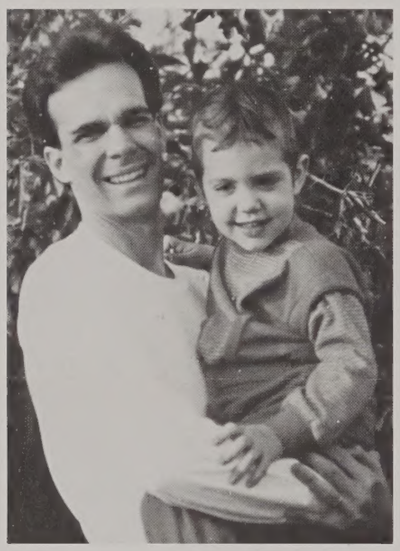
Referred applicants are considered for the positions equally with other applicants. When a referral is successful, the referring employee receives a $100 bill after the new employee has been on the job for 30 days. When the six-month probationary period has been completed, a second $100 is awarded.

"DARE referrals have been growing steadily over the past few months, as more employees become aware of the program," Barry says. "We're really pleased with its success."

McIntire and Spangenberg ride to promote health causes

Two Deaconess employees are taking their commitment to health care causes to the roadways. In May, Paul McIntire, film librarian supervisor in Radiology, will ride his bicycle across Massachusetts in one day to raise money for the Leukemia Society. Later this spring, physical therapist John Spangenberg and his wife will begin a coast-to-coast bicycling trip to publicize the benefits of exercise for people with diabetes and increase support for diabetes research.

McIntire is a long-time runner. "Running can become a self-centered activity, and I often thought about using it to help others in some way. Then last summer, my niece Allison was diagnosed with acute lymphocytic leukemia. That was the kick in the pants that got me going."



Paul McIntire holds his niece Allison, who is being treated for acute lymphocytic leukemia.

The idea of traversing the state appealed to McIntire, but he knew from experience that he could not handle running very long distances over several days. He decided to ride his bicycle instead and chose a route from Williamstown in the northwestern part of the state to Provincetown at the end of Cape Cod, a distance of about 250 miles. Over the past few months he has been getting pledges of support for his project — entitled "Pedalin' for Allison: Ride for Leukemia Research" — from family, friends, and coworkers. His business sponsors include a bicycle shop, an athletic clothing manufacturer, and a fruit juice company.

McIntire expects to complete his ride in about 15 hours. "That's farther than I've ridden before. But I have done rides of eight to ten hours, and have been training pretty intensely. With the incentive of knowing I'm doing this for Allison, I'm sure I'll make it."

Spangenberg began planning his ride across the country as a honeymoon trip with his fiancee Johanna Javens. But soon he realized that the trip would be an ideal way to raise awareness about diabetes and exercise.

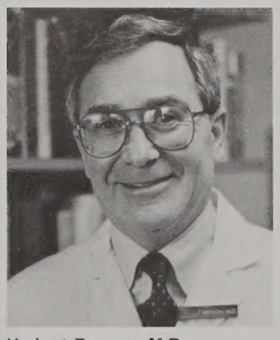
"I am diabetic myself, and as a physical therapist I believe that not enough is done to promote the benefits of exercise for diabetics," he says. "I got in touch with the Massachusetts chapter of the American Diabetes Association (ADA), and they put me in contact with affiliated chapters in the states we were planning to ride through."

Along their route — which runs from San Francisco, up the coast to Oregon, and across the northern United States back to Boston — Spangenberg and Javens will present workshops and appear in local news media, through the efforts of local ADA chapters. They anticipate their ride, which begins June 15, will take three to four months to complete.

John Spangenberg and his wife will publicize the benefits of exercise for diabetics on their cross-country bicycle ride.

Spangenberg says, "The increased awareness about exercise and diabetes is really more important to me than raising money, although we will be asking people to contribute to their local ADA chapter. I hope I can be an example of what a diabetic who takes good care of himself can accomplish."

Behavioral medicine group moves to the Deaconess



Herbert Benson, M.D.

A new section on behavioral medicine, headed by Herbert Benson, M.D., has been established within the Department of Medicine. Behavioral medicine is a discipline integrating modern medical techniques with self-help treatments that strengthen the natural healing capacities of the mind and body. Its programs focus on the application of the relaxation response, a physiologic state of profound rest, to the treatment of stress and related effects on disorders such as cardiovascular disease, headache and other pain, digestive disorders, and cancer.

The behavioral medicine staff, previously located at Beth Israel Hospital, consists of specialists in cardiology, cardiovascular nursing, internal medicine, medical nursing, oncology, and psychology. The group's Basic Mind/Body Program has succeeded in helping patients with a variety of diseases, and special groups are offered for those with cancer and hypertension, and those requiring cardiac rehabilitation.

Benson says that the group will expand its clinical, research, and training activities at the Deaconess. "We will be working with the Deaconess staff to develop programs that will enhance patients' ability to help themselves with their illnesses, using the relaxation response and other behavioral medicine techniques."

A graduate of Wesleyan University and Harvard Medical School, Benson is currently an associate professor of medicine at Harvard. In addition to many scientific articles, he has written *The Relaxation Response, The Mind/Body Effect,* and *Beyond the Relaxation Response.*

Other members of the behavioral medicine section are Joan Borysenko, Ph.D., associate director and director of the mind/body clinical programs; David Eisenberg, M.D., internist; Stephen Maurer, M.A., associate director of the mind/body clinical programs; Leo Stolbach, M.D., medical oncologist; and Eileen Stuart, R.N., M.S., director, behavioral medicine cardiovascular programs.

Four section chiefs named in Department of Surgery

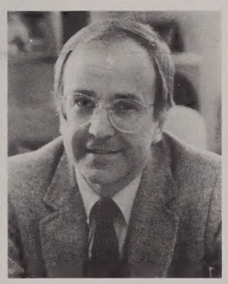
New chiefs recently have been appointed in four sections of the Department of Surgery. Peter N. Benotti, M.D., has been named chief of general surgery; Robert C. Eyre, M.D., chief of urology; Gary W. Gibbons, M.D., chief of vascular surgery; and Francis G. Wolfort, M.D., chief of plastic surgery.

Benotti says, "The general surgery group will be continuing to work on managing our current patient load relative to the need to reduce lengths of stay. So we anticipate continuing the movement to more outpatient surgery and same-day surgery [surgery performed the day a patient is admitted]. We also are enthusiastic about the hospital's planned involvement with the Medical East health maintenance organization, which will expand our primary care base to balance the tertiary care surgery we have done traditionally. That will improve the general surgical training we can offer our residents."

A graduate of Holy Cross College and the Tufts University Medical School, Benotti was an intern at Mount Auburn Hospital and a resident with the Harvard Surgical Service at Boston City Hospital and the Deaconess. He is associate director of the surgical intensive care units, a member of the liver transplant team, and assistant clinical professor of surgery at Harvard Medical School.

Peter N. Benotti, M.D.

Robert C. Eyre, M.D.



Gary W. Gibbons, M.D.

Francis G. Wolfort, M.D.

Eyre is a graduate of Williams College and the University of Virginia Medical School, and was a general surgery resident at the Deaconess before his urology residency at the Lahey Clinic. He is an assistant clinical professor of surgery at Harvard Medical School.

"One of the Deaconess's strong points," says Eyre, "is urologic oncology. And of course the hospital is well-known for its work with impotence in men with diabetes. The field of urology is expanding its scope, and the Deaconess is in an excellent position to take advantage of these changes. Radiology already has added new ultrasound equipment for prostate cancer screening, and we're going to be setting up a formal diagnostic center for male impotence.

"The reputation of the Deaconess and its residency program allows us to recruit new staff on a national level. I've always been delighted to work at the Deaconess, and not just because of the excellent medical and surgical staffs. My patients like to come here because of the high quality nursing care they receive," Eyre says.

Vascular surgery chief Gibbons says, "Our objective is to make the section preeminent in the country. Last year we started a vascular unit on Farr 9, and due in large part to the efforts of the nursing staff, we are making progress toward our goal of the best possible vascular care.

"Also last year, the Deaconess was among the first 16 hospitals in the country to have its vascular surgery fellowship accredited by the American College of Surgery. We're going to be starting a major research effort, with particular emphasis on care of diabetic patients with vascular or foot problems, one of the Deaconess's traditional strengths."

A graduate of the University of Maine and University of Cincinnati Medical School, Gibbons was an intern and resident with the Harvard Surgical Service at Boston City Hospital and the Deaconess. He is an associate clinical professor of surgery at Harvard Medical School.

In addition to his Deaconess position, Wolfort is chief of plastic surgery and director of surgical services at The Cambridge Hospital. He says, "We're starting an institute for reconstructive surgery at the Deaconess to treat patients who have been disfigured by surgery for cancer or other diseases, burns, accidents, and other injuries. Our plastic surgeons will combine their skills with those of staff members specializing in areas like cancer surgery, gynecology, head and neck surgery, thoracic surgery, and urology, and will use the excellent support services offered at the Deaconess. In addition, the Deaconess-Harvard Surgical Service's plastic surgery residency program will be transferred from Cambridge to the Deaconess this summer."

Wolfort is a graduate of Mass. Institute of Technology and Downstate Medical Center of the State University of New York. He was a surgical intern at St. Vincent's Hospital of the City of New York, a general surgical resident with the Harvard Surgical Service at Boston City Hospital, and chief plastic surgery resident at Johns Hopkins Hospital. He was an associate professor at Johns Hopkins University and currently is an associate professor of surgery at Harvard Medical School.

Medical East HMO to establish Deaconess division

Medical East Community Health Plan, a health maintenance organization (HMO) affiliated with Blue Cross/Blue Shield of Massachusetts, will establish a new division at the Deaconess this summer.

Medical East is a staff model HMO: its members sign up with a particular division or location where most outpatient services are delivered. The Deaconess division will be Medical East's first Boston location (its other facilities are located in the suburbs), and will be available to employees of companies that offer Medical East as part of their health care package.

"This program offers several advantages to the hospital," says Dorothy Ross, director of Marketing, who coordinated the negotiations with Medical East. "It will strengthen our base of primary care services and improve our inpatient volume. One very important factor is that the care delivered will meet our quality assurance standards, as established by our medical staff. Deaconess division Medical East members will receive Deaconess-quality health care."

The Deaconess Medical East office will be located in the Lowry Medical Office Building. It will be staffed by a full-time medical director and a panel of Deaconess staff physicians — internists and other specialists — who will see Medical East patients on a part-time basis. The program will use the hospital's ambulatory care, radiology, laboratory, and other support facilities. When members need inpatient care, they will come to the Deaconess or be referred to other Longwood Medical Area hospitals for services like obstetrics and pediatrics.

Robert C. Moellering Jr., M.D., chairman of the Department of Medicine, says, "It is important in today's competitive environment that the Deaconess can offer this kind of program. This is an exciting opportunity that has the firm support of the clinical department chairmen."

SURVEY UPDATE

(continued from page 1)

'hospitality-type' jobs in areas like housekeeping and food service. While that is great for the economy and for local workers, it presents problems for us, since there are more companies competing for basically the same pool of potential employees."

In the technical areas, according to Barry, the reasons are different, but the problems are still the same. "Take x-ray technologists, for example," she says. "Five years ago, Northeastern University graduated 300 people in the field of x-ray technology. Last year, only five graduated from that program. Just as with the previous example, all hospitals are now competing for that small pool of potential employees."

The same is true of nursing. A recent study conducted by UCLA showed that, for the first time, there were more freshman women at four-year colleges aiming for careers as doctors than as nurses. This is but the latest in a long string of reasons why fewer nurses are available than in the past.

If there are fewer people available locally, could the Deaconess hire people from other parts of the country? "Our recruitment efforts already extend to job fairs throughout the country," says Manheimer. "We concentrate on areas such as the Midwest – where the local economy is stagnant – and have been successful in getting some new employees from these areas."

An allied issue is attrition – employees leaving the Deaconess for other jobs. "The key to recruitment," says Manheimer, "is retention. Once we bring new employees on board, we want to do everything we can to make the Deaconess a place they'll want to stay for many years."

What else is the Deaconess doing? The DARE program (see story page 1) was established last year to encourage employees to refer their friends and acquaintances for jobs here. In March, the hospital sponsored a Saturday Open House, in which representatives from many departments met with more than 100 prospective employees who dropped in to hear about job opportunities. In addition, the hospital is represented at local and regional career days at high schools and colleges, secretarial fairs, professional association meetings (such as those for medical technology or radiology), and special programs sponsored at vocational-technical schools throughout New England. To assist in this expanded effort, the Human Resources Department has hired an additional recruiter.

Other aspects of the recruitment effort include new designs for print advertising, the creation of a nurse recruitment packet of information, a traveling display for on-site job fairs, and extensive work with recruitment agencies.

"Hiring and retaining good employees is essential to the future of the hospital," says Barry. "Service organizations such as hospitals are known by the quality of their people. We're very proud of Deaconess people, and are doing everything we can to assure that there will be a strong employee base for years to come."

Four recruiters seek new Deaconess people

As part of its expanding recruitment program, Human Resources has enlarged its staff to include four recruiters, each specializing in employees for particular areas.

Donna Clancy has been at the Deaconess since 1985 and was the nurse recruiter until recently. Although she will continue to assist with nurse recruiting during the spring graduation season, she also is responsible for unit coordinators and clerks, social workers, physical therapists, and respiratory therapists. After the graduate nurse recruiting season, Clancy will be taking on responsibility for additional areas. She is a graduate of Framingham State College.

Cathy Gillis started as an employment secretary in 1982 and was promoted to recruiter in 1984. She is responsible for secretarial and technical positions at all levels, for accountants and controllers in fiscal services, and for lab trainees, phlebotomists, and clerks. She also is employment liaison with the Joint Center for Radiation Therapy. She has a degree from Marquette University.

Susan Reynolds joined the Deaconess as employment secretary in 1985 and became a recruiter in 1986. She recruits for positions in building services, dietetics, information systems, materials management (including central processing), pharmacy, physician and ambulatory billing, and research. She also is responsible for skilled trade workers in engineering and maintenance and for summer job openings. She is a graduate of Framingham State College.

Lisa Selleck, R.N., recently joined Human Resources as nurse recruiter. She is responsible for hiring all nursing staff personnel, including registered nurses, licensed practical nurses, nursing assistants, graduate nurses, unit teachers, and head nurses. To meet the current nursing shortage, she and Clancy are conducting a strong effort to recruit new graduate nurses in the coming months. Selleck has degrees in social work from Regis College and in nursing from Columbia University.

Donna Clancy

Cathy Gillis

Susan Reynolds

Lisa Selleck, R.N.

Additional space rented for hematology/oncology labs

New hematology/oncology research laboratories have been established in 20,000 square feet of space rented at 21-27 Burlington Avenue, near the hospital's 99 Brookline Avenue offices. Robert Pence, division director of Research, says, "We needed to rent this facility because we have no more space available for research on the hospital campus."

Located in the new area are research labs directed by Jerome Groopman, M.D., chief of hematology/oncology, and Arthur Sytkowski, M.D., hematologist. Groopman's lab conducts investigations into blood disorders, cancer treatments, and AIDS. The lab features a special containment room for work with the AIDS virus, which along with established safety procedures, prevents possible contamination of the outer lab and common areas.

Sytkowski's research concentrates on the growth of blood cells, particularly the action of hormones and other substances that stimulate the maturation of blood cells. The studies should improve understanding of how cells develop normally and what treatments might be effective against conditions disrupting cell growth.

"If our research programs continue to grow," Pence says, "we'll be on the lookout for additional lab space that may become available."

Studies of blood cell development will be conducted in this new hematology lab.

Age no barrier to patient's successful surgery

Sister Willibrord Kelter celebrated her 103rd birthday on February 10 — just one month after successfully undergoing arterial bypass surgery. She is the oldest patient to undergo this procedure at the Deaconess.

"Sister Kelter came to the Deaconess with a severely ischemic [lacking in blood supply] left foot and an infected toe ulcer with osteomyelitis [infection of the bone]," says Dorothy Freeman, M.D., vascular surgeon. "Amputation of the toe was necessary," says Freeman. "But there were two treatment options: arterial bypass surgery to improve the circulation prior to amputation of the toe or a below-the-knee amputation."

Despite Kelter's age, Freeman says, "A cardiology evaluation indicated that she has a strong heart, and we determined that she was probably strong enough to undergo the bypass operation. The quality of her life after surgery also was taken into consideration. Amputation would have incapacitated her for the rest of her life and virtually isolated her from people."

Kelter has been active and healthy for most of her 103 years and now is making a speedy recovery from the bypass surgery. Freeman says, "the toe amputation is healing beautifully."

Kelter was born in Germany in 1884. She entered the convent at age 26, and took her vows at the Sisters of the Sacred Hearts Convent in Paris, France. She came to the United States in 1913 and settled in Fairhaven, Massachusetts, at the Sacred Hearts Academy. Loving the out-of-doors, Kelter worked on the convent farm for many years.

Through the years she always has maintained a strong sense of her German heritage. She speaks her native German and fluent French — English is her third language. During her stay at the Deaconess, Kelter communicated with the staff with the help of Sister Claire Dumont, chaplain. But her bright smile and youthful grin were enough to overcome any language barrier.

At 103, Kelter still is going strong and looking forward to birthday number 104.

Sister Willibrord Kelter, who had arterial bypass surgery at the age of 102, chats with Janice Galinsky, R.N., Farr 9 staff nurse, and Joanne McDonald, R.N., Farr 9 unit teacher.

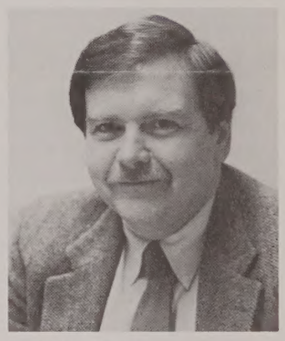
O'Brien named director of Patient Accounts

David T. O'Brien has been named director of Patient Accounts, a position in which he is responsible for all billing and collection activities for hospital inpatients and outpatients and for the independent physician groups. A graduate of Northeastern University, he previously was director of inpatient billing at Massachusetts General Hospital and also held several positions at Blue Cross of Massachusetts.

"The work done by our department is critical to the hospital's cash flow," O'Brien says. "We are responsible for working closely with other hospital departments to get the information needed to bill third-party payors correctly and quickly. Although collecting the money the hospital is entitled to is our primary goal, we always strive to be sensitive to our patients and their needs."

One of O'Brien's major projects will be a conversion to a new, computerized system for billing and revenue processing. "Although the Fiscal Services and Data Processing staffs have worked hard to enhance the present system," he says, "today's billing and informational demands require an investment in new technology.

"I'm fortunate to have experienced, dedicated people on our team and look forward to working with them to achieve our goals," O'Brien says. "I've been very impressed by the friendly environment at the Deaconess. We have a good crew of people here."



David T. O'Brien

NEDH in the news

Deaconess personnel in the news during the past several months include:

- George L. Blackburn, M.D., Ph.D., director of the nutrition support service, appeared on Channel 4's "People Are Talking" to discuss the "Fit for Life" diet.
- Walter H. Dzik, M.D., medical director of the Blood Bank, discussed the nationwide shortage of donated blood and its effect on the Deaconess in two segments of the Channel 4 evening news. He also was interviewed regarding the general need for donated blood for Channel 4's midday news broadcast.
- Robert C. Eyre, M.D., chief of urology, was interviewed regarding transurethral resection of the prostate, the procedure undergone by President Reagan, for the Channel 4 evening news.
- Jerome Groopman, M.D., participated in an NBC News special program "Men, Women, Sex, and AIDS." He also was interviewed for the Channel 4 evening news regarding safe sexual practices, the FDA's approval of AZT to treat AIDS, voluntary testing for AIDS antibodies, the development of AIDS vaccines, and about his research into the impairment of bone marrow function by the AIDS virus.
- Roger L. Jenkins, M.D., chief of liver transplantation, was one of *Boston* Magazines "Faces to Watch in 1987."
- Robert Kane, M.D., radiologist, was interviewed regarding a new ultrasound screening procedure for the detection of prostate cancer for the Channel 4 evening news.
- Robert C. Moellering, M.D., chairman, Department of Medicine, discussed salmonella infections on the Channel 5 evening news.

To thank the Farr 7 nursing staff for the care given liver transplant recipient Dorothea Livergood (center), her husband, a professional cook, baked a special strawberry cake. Among those who enjoyed the treat were (left to right) staff nurses Inalbis Rey-Mora, R.N.; Caryn Dellert, R.N.; Janie Long, R.N.; and unit teacher Theresa Foley, R.N.

news in brief

Richard J. Baptista, M.S., R.Ph., manager, Deaconess Home Health Care, led a roundtable discussion on home total parenteral nutrition (TPN) at the clinical congress of the American Society for Parenteral and Enteral Nutrition (ASPEN). He recently published an article on the cost of home TPN in *Nutrition in Clinical Practice.*

Stacey Bell, M.S., R.D., hyperalimentation dietitian, spoke on diabetes and gastrointestinal disorders at the ASPEN annual meeting.

Gary Borodic, M.D., ophthalmologist, has joined the active staff in Surgery. He also is associated with Mass. Eye and Ear Infirmary.

Andrea Bull-McDonough, M.S., R.D., ambulatory care dietitian, spoke on the role of the dietitian in treatment of the morbidly obese patient to the critical care dietitians practice group of the Mass. Dietetics Association, and on understanding and treating eating disorders to the South Shore consultant dietitians practice group.

Anna DiCenso, R.D., dietitian, spoke on fiber and fitness at the Boston Milk Run nutrition clinic.

Walter Dzik, M.D., medical director of the Blood Bank, spoke on the role of tissue plasminogen activator in the fibrinolysis associated with liver transplantation at the national meeting of the American Society of Hematology. Collaborating in the presentation were **Charles Arkin, M.D.,** chief of clinical pathology, and **Roger Jenkins, M.D.,** chief of liver transplantation.

Robert Evans, D.M.D., oral surgeon, has joined the active staff in Surgery.

John M. Giurini, D.P.M., podiatrist, has joined the Department of Surgery. He is a graduate of the California College of Podiatric Medicine and did his residency at the Deaconess. Among his activities will be developing clinical research programs in diabetic foot problems.

Diane Gulczynski, R.N., M.S., director of Nursing/Surgical Services; **Ann Hunt, R.N.,** recovery room coordinator; **Margaret Gorrilla, R.N.,** manager, central supply; **Albert Bothe, Jr., M.D.,** associate chairman of Surgery; and **Margaret Lahey,** assistant to the executive vice president, coauthored an article on decentralized occurrence screening in the operating room and recovery room, published in *Risk Management Foundation Forum.*

Pamela Hartzband, M.D., internist/endocrinologist, spoke on osteoporosis at the American Medical Women's Association.

Jay Hollingshead, R.N., spoke on gastric partitioning in the morbidly obese, to the critical care dietitians group of the Mass. Dietetics Association.

William T. Hyland, M.D., plastic surgeon, has joined the active staff in Surgery. He had been on the staff at Lahey Clinic Medical Center and previously was associated with the University of Cincinnati Medical Center.

Karl J. Karlson, M.D., cardiothoracic surgeon, has joined the Department of Surgery. He had his general surgery residency at the Deaconess and completed a cardiovascular/thoracic residency at Rush-Presbyterian-St. Luke's Hospital in Chicago. Affiliated with the Overholt Thoracic Clinic, he will be doing general cardiac and thoracic surgery and begin the development of a lung transplantation program.

Robert Kane, M.D., radiologist, gave an update on hepatic imaging to the Society of Gastrointestinal Radiologists.

Robert S. Lees, M.D., chief of peripheral vascular disease, spoke on noninvasive detection of atherosclerotic disease at a conference on atherosclerosis and hypertension sponsored by the Cleveland Clinic.

Keith Marton, M.D., chief of general internal medicine, received a grant from the National Fund for Medical Education to develop and test a computerized educational system to improve physicians' use of diagnostic imaging procedures.

Daniel Miller, M.D., chief of otolaryngology, was named to the corporation visiting committee of the Tufts University School of Medicine.

Richard L. Miner, D.M.D., oral surgeon, has joined the active staff in Surgery.

Francis P. Mitrano, M.S., R.Ph., director of operations, Deaconess Home Health Care, was appointed to the Pharmacists Committee of the American Society for Parenteral and Enteral Nutrition (ASPEN). He also led a discussion on TPN compatibility and stability at the recent ASPEN clinical congress.

Richard Nesto, M.D., cardiologist, gave a paper on silent ischemia in the diabetic at the Asian-Pacific Congress of Cardiology in New Zealand. He and cardiology fellow **Kevin Kett, M.D.,** presented an exhibit on silent ischemia to the American College of Physicians.

John Palombo, lab director, nutrition/metabolism lab, and **John Pomposelli,** research assistant, presented papers at the annual meeting of the American Society of Parenteral and Enteral Nutrition.

Sheldon Randall, M.D., general surgeon, has joined the active staff in the Department of Surgery. He is a member of the gastric bypass team and the Nutrition Support Service. He also is director of the surgical ICU at Faulkner Hospital.

Joyce Reardon, R.N., chairman of the first level, School of Nursing, has been certified as a clinical associate by the American Board of Medical Psychotherapy.

Mark Roberts, M.D., resident in Medicine, has received an individual research fellowship from the National Center for Health Services Research.

Paul Sesin, Pharm.D., R.Ph., coordinator of pharmacy clinical services, and **Marjorie Wiggins, R.N.,** assistant coordinator of nursing practice, published the Deaconess guidelines for the administration of intravenous drugs, in the *Journal of the National I.V. Therapy Association.*

Susan Seward, M.D., fellow in general medicine, has received a fellowship grant to study medical education in Harvard's New Pathways curriculum.

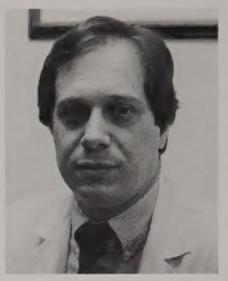
Sabera T. Shah, M.D., ophthalmologist, has joined the active staff in Surgery. She also is associated with Joslin Diabetes Center.

Albert L. Sheffer, M.D., chief of allergy, spoke on anaphylaxis at the first Trans-Pacific Allergy Society meeting in Tokyo.

Alison Sneider, director of Public Relations, spoke on the role of public relations in health care at a regional conference on the service-oriented economy, cosponsored by Northeastern University and the Public Relations Society of America.

Daniel J. Townsend, M.D., ophthalmologist, has joined the active staff in Surgery.

Anthony E. Webber, M.D., orthopedic surgeon, has joined the active staff in Surgery.



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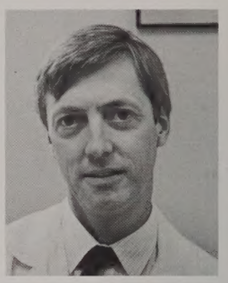
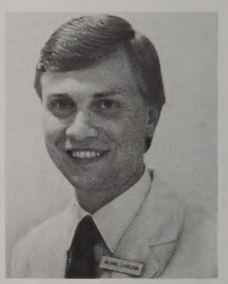


William T. Hyland, M.D.



Karl J. Karlson, M.D.

Sheldon Randall, M.D.

Human Resources steps up recruitment efforts (see page 1)

Employment representative Donna Clancy talks with a prospective employee at the Human Resources Saturday Open House.

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